

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Remarks of Norman R. Augustine to the AFCEA Annual Convention

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lm

Interesting reading.

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NATIONAL COMMUNICATIONS SYSTEM NCS 1669/1

OFFICE OF THE MANAGER
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IN REPLY
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JUL 03 1989

MEMORANDUM FOR NCS PRINCIPALS

SUBJECT: Remarks of Norman R. Augustine to the Armed Forces
Communications and Electronics Association Annual
Convention

The Manager, NCS, Lieutenant General John T. Myers was very impressed with the remarks of Norman R. Augustine, Chairman and CEO, Martin Marietta Corporation to the Armed Forces Communications and Electronics Association on June 21, 1989. Since the theme of the speech was the role of the Federal civil servant, Lieutenant General Myers thought you would be particularly interested in Mr. Augustine's perceptions. Accordingly, a copy of Mr. Augustine's speech is enclosed for your edification.

1 Enclosure a/s


CARMIN C. CAPUTO
Executive Secretary
Committee of Principals

OC-11326x/89

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Remarks delivered by Norman R. Augustine,²
Chairman and CEO, Martin Marietta
Corporation, to the Armed Forces
Communications and Electronics Association
(AFCEA), Washington, D.C., June 21, 1989

BURGEONING IMPEDIMENTS TO PUBLIC SERVICE

IT IS AN HONOR TO BE PRESENT THIS EVENING, AND A VERY GREAT HONOR INDEED TO ACCEPT THE DAVID SARNOFF AWARD. THIS MOMENT IS EVEN PROUDER FOR ME BECAUSE OVER THE YEARS I HAVE KNOWN, WORKED WITH, AND ADMIRERD SO MANY LOYAL MEMBERS OF THE ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION.

NOW THAT THE PRESENTATION OF THE AWARD HAS BEEN MADE, I CAN PERHAPS SAFELY CONFESS THAT AS AN UNDERGRADUATE IN COLLEGE I WAS TRAINED NOT AS AN ELECTRONICS ENGINEER BUT RATHER AS AN AERODYNAMICIST. WHO KNOWS WHERE I WOULD BE TODAY IF I WERE AS SKILLED IN ELECTRONICS AS SO MANY OF YOU? I SUPPOSE I'M A LITTLE LIKE JAMES WHISTLER, THE FAMOUS ARTIST, WHO AS A STUDENT IN 1854 SUDDENLY AND INVOLUNTARILY DEPARTED WEST POINT DUE TO A FEW ACADEMIC MISSTEPS AND IN PARTICULAR ONE NARROW BUT NONETHELESS TERMINAL ENCOUNTER WITH A CHEMISTRY EXAMINATION. WHISTLER WAS ALWAYS CONVINCED THAT THAT ONE ULTIMATE SKIRMISH HAD COST HIM A BRILLIANT CAREER IN THE MILITARY. LATER IN HIS LIFE, WHEN HE HAD ESTABLISHED HIMSELF AS A WORLD-FAMOUS ARTIST, HE WAS SAID TO HAVE REMARKED, "JUST THINK, IF SILICON HAD BEEN A GAS, I WOULD HAVE BEEN A GENERAL."

SO WHILE YOU HAVE BEEN KIND ENOUGH TO TELL THIS RECYCLED AERODYNAMICIST THAT HE'S EARNED THIS AWARD, I CAN ASSURE YOU I DON'T FEEL I'VE FINISHED EARNING IT. I PREFER TO THINK OF THIS AWARD NOT SO MUCH AS A MARK OF RECOGNITION BUT RATHER AS AN INSPIRATION -- AND OBLIGATION -- TO GREATER EFFORT IN THE YEARS AHEAD, AND I PROMISE YOU THAT WILL IN FACT BE THE CASE.

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GENERAL SARNOFF, AN IMMIGRANT, WAS THE EMBODIMENT OF THE GREAT AMERICAN SUCCESS STORY. HE WAS A GENIUS WHO TAUGHT HIMSELF ELECTRONICS. HE WAS A VISIONARY WHO WAS AMONG THE FIRST TO APPRECIATE THE COMMERCIAL POSSIBILITIES OF RADIO AND TELEVISION. HE WAS A PATRIOT WHO GAVE FREELY OF HIS ENERGY AND TALENT TO HIS ADOPTED COUNTRY. HE WAS A BRIGADIER GENERAL DURING WORLD WAR II, WHO PERSONALLY SUPERVISED COMMUNICATIONS ON D-DAY AND DURING THE LIBERATION OF EUROPE. TO ME, GENERAL SARNOFF REMAINS BOTH AN INSPIRATION AND A MODEL FOR THOSE OF US INVOLVED IN THE CREATION AND USE OF SOPHISTICATED ELECTRONIC EQUIPMENT FOR NATIONAL DEFENSE.

ONE OF THE MOST IMPORTANT LESSONS TO BE LEARNED FROM GENERAL SARNOFF'S LIFE IS THAT IT IS PEOPLE SUPPORTED BY TECHNOLOGY, AND MOST ASSUREDLY NOT THE CONVERSE, THAT IS THE SINE QUA NON OF ACCOMPLISHMENT.

SOME OF YOU MAY RECALL THAT DAVID SARNOFF FIRST ROSE TO PROMINENCE IN 1912, DURING THE TITANIC DISASTER. SARNOFF -- JUST 21 YEARS OLD -- WAS THE OPERATOR OF WHAT WAS THEN THE MOST POWERFUL RADIO STATION IN THE WORLD, ATOP THE WANAMAKER DEPARTMENT STORE IN NEW YORK CITY. THE MOMENT SARNOFF HEARD THAT THE FAMOUS SHIP HAD STRUCK AN ICEBERG, HE RUSHED TO HIS RECEIVER. HE REMAINED THERE FOR 72 HOURS WITHOUT REST, HEADPHONES TO HIS EARS, PICKING UP WHAT SIGNALS HE COULD FROM THE RESCUE VESSELS AND PASSING ON THE NAMES OF SURVIVORS TO THE FRIENDS AND RELATIVES WHO WAITED OUTSIDE WANAMAKER'S IN AN AGONY OF SUSPENSE.

THE TITANIC TRAGEDY IS OFTEN CITED AS THE FIRST INSTANCE WHERE THE TECHNOLOGY OF RADIO SAVED LARGE NUMBERS OF LIVES. RADIO MESSAGES FROM THE STRICKEN LUXURY LINER BROUGHT OTHER SHIPS TO RESCUE SURVIVORS FROM THE POUNDING WAVES.

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AND FREEZING WATER. BUT THIS EVENT ALSO UNDERSCORED THE IMPORTANCE OF THE HUMAN FACTOR ASSOCIATED WITH TECHNOLOGY. THE RADIO OPERATOR ON THE VESSEL CLOSEST THE TITANIC HAD IRONICALLY SHUT DOWN ITS RADIO FOR THE NIGHT ONLY MINUTES BEFORE THE DISASTER OCCURRED. HAD IT REMAINED IN OPERATION, PERHAPS EVERYONE ABOARD THE DOOMED LINER MIGHT HAVE BEEN SAVED.

AND WE ALL KNOW THE STORY OF THE RADAR OPERATORS WHO DECIDED TO DISREGARD WHAT THEY THOUGHT TO BE A MYRIAD OF ANOMALOUS SPECKS ON THEIR RADAR SCREENS ON DECEMBER 7, 1941. OR THE OFFICER WHO SO COMPLETELY SURROUNDED IN SECRECY THE ORIGINAL DISCOVERY OF RADAR DURING INVESTIGATIONS OF THE IONOSPHERE CONDUCTED AT BOLLING AIR FORCE BASE THAT IT HAD TO BE REDISCOVERED DURING WORLD WAR II.

IT IS NOW GENERALLY KNOWN THE EXTENT TO WHICH THE BREAKING OF ENEMY CODES CONTRIBUTED TO FINAL VICTORY FOR THE ALLIES IN WORLD WAR II. TECHNOLOGY WAS AN IMPORTANT PART OF THAT EFFORT, TOO. BUT ONCE AGAIN IT IS VIRTUALLY IMPOSSIBLE TO OVERESTIMATE THE IMPORTANCE OF THE PEOPLE INVOLVED -- WHETHER THEY WERE CIVILIANS OR MEMBERS OF THE ARMED SERVICES, OR, AS IS OFTEN THE CASE, BOTH MILITARY AND CIVILIANS WORKING AS A TEAM.

HOW MANY AMERICANS HAVE EVER HEARD OF WILLIAM FRIEDMAN, A CIVILIAN UNDER CONTRACT TO THE WAR DEPARTMENT? IT WAS FRIEDMAN -- "THE MAN WHO BROKE PURPLE" -- WHO ULTIMATELY DECIPHERED THE JAPANESE DIPLOMATIC CODE AND PLAYED A VITAL ROLE IN WINNING THE WAR IN THE PACIFIC. FRIEDMAN WAS NOT A BATTLEFIELD HERO, BUT THE STRAIN OF HIS WORK BROKE HIS HEALTH JUST AS SURELY AS IF HE HAD BEEN STRUCK BY A BULLET.

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SOMETIMES THE CALL OF DUTY GOES ALL THE WAY TO "THE LAST FULL MEASURE OF DEVOTION." A SUBMARINE COMMANDED BY CAPTAIN JOHN P. CROMWELL DURING THAT SAME WAR WAS FORCED TO THE SURFACE BY DEPTH CHARGES, AND SUNK BY GUNFIRE. FORTY-TWO MEMBERS OF THE CREW SURVIVED AND WERE CAPTURED BY THE ENEMY. BUT CAPTAIN CROMWELL CHOSE TO GO DOWN WITH HIS SHIP RATHER THAN RISK BETRAYING THE FACT THAT AMERICA HAD BROKEN THE JAPANESE NAVAL CODE. FOR HIS SACRIFICE, HE WAS POSTHUMOUSLY AWARDED THE CONGRESSIONAL MEDAL OF HONOR.

WE COULD NOT HAVE KEPT THIS COUNTRY GREAT WITHOUT THE KIND OF DEVOTION AND TEAMWORK THESE AND NUMEROUS OTHER PEOPLE IN UNIFORM AND IN CIVILIAN DRESS HAVE EVIDENCED THROUGHOUT OUR NATION'S HISTORY. AND WE CANNOT EXPECT TO KEEP THIS COUNTRY GREAT IN THE FUTURE IF WE ARE UNABLE TO ATTRACT AND RETAIN MEN AND WOMEN OF THE HIGHEST QUALITY TO SERVE OUR GOVERNMENT.

TODAY, NO LESS THAN AT ANY TIME IN THE PAST, WE NEED PEOPLE OF THE QUALITY OF DAVID SARNOFF, WILLIAM FRIEDMAN AND JOHN CROMWELL IN PUBLIC SERVICE -- AS CAREER CIVIL SERVANTS, IN THE ARMED FORCES AND AS PRESIDENTIAL APPOINTEES. UNFORTUNATELY, OUR NATION IS FINDING IT INCREASINGLY DIFFICULT TO OBTAIN AND HOLD THESE PEOPLE IN ITS SERVICE -- AND THIS IS THE SUBJECT I WOULD LIKE TO ADDRESS WITH YOU THIS EVENING.

ON OTHER OCCASIONS, I HAVE HAD THE OPPORTUNITY TO STRESS THE IMPORTANCE OF OUR MEN AND WOMEN IN UNIFORM. IT IS IMPOSSIBLE TO VALUE THEIR CONTRIBUTION TOO HIGHLY. BUT IN THE FEW MINUTES I HAVE TONIGHT, I WOULD LIKE TO TALK ABOUT THE NEED FOR TALENTED CAREER CIVILIANS IN GOVERNMENT. I WANT, FOR THE PURPOSE OF MY REMARKS, TO DISTINGUISH THIS GROUP OF CAREER PUBLIC SERVANTS FROM THOSE WHO SERVE RELATIVELY BRIEF PERIODS AS PRESIDENTIAL APPOINTEES. THE PROBLEMS OF

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THIS LATTER GROUP ARE WORTHY OF CONSIDERATION IN THEIR OWN RIGHT, BUT THAT IS A SUBJECT FOR ANOTHER OCCASION.

THE STIMULUS FOR MY REMARKS THIS EVENING IS THE OBSERVATION THAT QUALITY PEOPLE HAVE BEEN DEPARTING OUR GOVERNMENT'S CIVIL SERVICE IN RECENT YEARS, AND ESPECIALLY RECENT MONTHS, IN ALARMING NUMBERS. FURTHER, IT IS SEEMINGLY BECOMING MORE AND MORE DIFFICULT TO FIND QUALIFIED REPLACEMENTS. THE FACT THAT SO MANY HIGH-LEVEL VACANCIES EXIST THIS FAR INTO A NEW ADMINISTRATION IS BUT ONE INDICATION OF THE BREADTH OF THE PROBLEM, ALBEIT, AS I HAVE INDICATED, IN A DIFFERENT ARENA. THE RASH OF RESIGNATIONS AMONG OUR CAREER PUBLIC SERVANTS PROMPTED BY THE NEW "REVOLVING DOOR" ETHICS RULES IS PERHAPS OF EVEN GREATER SIGNIFICANCE. STILL ANOTHER IS THE GROWING DIFFICULTY OF ENCOURAGING OUR MOST OUTSTANDING YOUNG COLLEGE GRADUATES TO ELECT CAREERS IN GOVERNMENT RATHER THAN ON WALL STREET.

UNLESS SOMETHING IS DONE TO STANCH THIS DEPLETION OF TALENT AMONG OUR NATION'S MOST SENIOR CAREER CIVIL SERVANTS, WE RISK A SERIOUS DECLINE IN THE QUALITY OF OUR FEDERAL SERVICE. AND SHOULD THAT HAPPEN, THIS COUNTRY WILL FIND IT INCREASINGLY DIFFICULT IF NOT IMPOSSIBLE TO COPE WITH THE MYRIAD OF COMPLEX AND CHALLENGING PROBLEMS WE FACE TODAY: PROBLEMS RANGING FROM POLLUTION AND GLOBAL WARMING TO AIDS; FROM DRUG ABUSE AND CRIME TO INTERNATIONAL COMPETITIVENESS; FROM ENERGY, EDUCATION AND DEFENDING FREEDOM TO FIGHTING POVERTY.

AS ONE NATIONAL FOOTBALL LEAGUE QUARTERBACK REMARKED -- PERHAPS SOMEWHAT UNJUDICIOUSLY -- "IT'S HARD TO SOAR LIKE AN EAGLE WHEN YOU ARE SURROUNDED BY TURKEYS." THE CHALLENGE FOR US IS TO CONTINUE TO FIND EAGLES -- OR AT LEAST

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PEOPLE WHO ASPIRE TO THAT CAPACITY -- IN VERY LARGE NUMBERS TO FILL THE MULTITUDE OF RESPONSIBLE POSITIONS WHICH COMPRISE OUR NATION'S CIVIL SERVICE. AND AS ROSS PEROT HAS NOTED, "EAGLES DON'T FLOCK -- YOU HAVE TO FIND THEM ONE AT A TIME."

TODAY, WE ARE FORTUNATE, PERHAPS EVEN UNDESERVINGLY FORTUNATE, TO STILL HAVE LARGE NUMBERS OF HIGHLY DEDICATED, HIGHLY COMPETENT CAREER CIVIL SERVANTS CARRYING OUT OUR GOVERNMENT'S AFFAIRS. BUT INCREASINGLY MANY OF THE BEST AMONG THESE PEOPLE ARE LEAVING GOVERNMENT OR AVOIDING SERVICE AS CAREERISTS IN THE FIRST PLACE, AND I BELIEVE THEY DO SO FOR THREE BASIC REASONS: UNREASONABLY LOW PAY, UNREASONABLY LOW PRESTIGE, AND UNREASONABLY VAGUE EMPLOYMENT STANDARDS -- THE LATTER, IRONICALLY, ESTABLISHED UNDER THE LAUDABLE OBJECTIVE OF ENHANCED ETHICS.

WITH RESPECT TO THE FIRST OF THESE FACTORS, REMUNERATION, I RECALL A CONVERSATION I ONCE HAD WITH GENERAL JIMMY DOOLITTLE ABOUT THE TECHNOLOGY OF EARLY AVIATION. WHEN I ASKED WHAT WAS THE GREATEST SINGLE PROBLEM FACED BY AVIATORS IN THOSE FORMATIVE YEARS OF FLIGHT, GENERAL DOOLITTLE UNHESITATINGLY REPLIED: "STARVATION."

IT WOULD BE UNFORTUNATE IF MEN AND WOMEN WERE MOTIVATED TO SERVE OUR NATION FOR THE SAKE OF HIGH FINANCIAL REWARDS. BUT IT WOULD BE TRAGIC IF MEN AND WOMEN WERE PRECLUDED FROM SERVING OUR NATION BY UNREASONABLE FINANCIAL PENALTIES.

NONE AMONG US WOULD HARBOR ANY DOUBTS ABOUT WHAT WOULD HAPPEN TO A PROFESSIONAL BASKETBALL TEAM THAT REGULARLY LOST ITS STAR PLAYERS OVER SALARY

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DISPUTES. BASEBALL TEAMS READILY UNDERSTAND THE RELATIVE WORTH OF A PLAYER WHO GETS JUST ONE MORE HIT IN EVERY 20 TIMES AT BAT, A LITTLE OVER ONE MORE PER WEEK THAN HIS COLLEAGUES -- THAT NARROW MARGIN REPRESENTING THE DIFFERENCE BETWEEN A SOUGHT-AFTER .300 HITTER AND A GARDEN-VARIETY .250 HITTER.

SIMILARLY, SHAREHOLDERS PAY SENIOR EXECUTIVES HANDSOMELY, WITH THE EXPECTATION THAT THESE EXECUTIVES WILL MAINTAIN A DECISION-MAKING RECORD SUPERIOR TO THAT WHICH WOULD BE ACHIEVED BY THE LARGE NUMBER OF READILY AVAILABLE CANDIDATES FOR THEIR JOBS. RECOGNIZING THE BROAD ACCEPTANCE OF THIS CONCEPT OF PAYING FOR PERFORMANCE, WHY THEN, GIVEN THE ENORMOUS CONSEQUENCES ATTENDANT TO GOVERNMENTAL DECISION-MAKING, SHOULD WE NOT REWARD OUR BEST PUBLIC EMPLOYEES BY THIS SAME STANDARD?

THERE IS AN OLD STORY WITH A MESSAGE WELL WORTH REFLECTING UPON ABOUT A HOMEOWNER WHO HAD BEEN SHOCKED BY A BILL FOR SIXTY DOLLARS THAT A PLUMBER HAD JUST PRESENTED UPON COMPLETING SOME MINOR REPAIRS. "SIXTY DOLLARS FOR 10 MINUTES WORK?" PROTESTED THE CHAGRINED HOMEOWNER, "WHY, THAT'S MORE THAN I MAKE AND I'M A SURGEON." "YES," REPLIED THE PLUMBER, "IT'S MORE THAN I MADE WHEN I WAS A SURGEON, TOO!"

INADEQUATE PAY IS IN FACT A MAJOR REASON WHY SOME OF OUR BEST PEOPLE ARE TODAY LEAVING CAREERS AS CIVIL SERVANTS -- ESPECIALLY THAT HIGHLY PRODUCTIVE AND EXPERIENCED GROUP WHO HAVE CHILDREN APPROACHING COLLEGE AGE AND WHO THEREBY FACE MAJOR PERSONAL FINANCIAL DEMANDS. BUT IT IS NOT JUST THE NUMBERS ON THE PAYCHECK THAT ARE THE PROBLEM; EVEN MORE IMPORTANT IS THE MESSAGE THAT LEAPS FORTH FROM THOSE NUMBERS -- A MESSAGE THAT TELLS OUR CIVIL SERVANTS THAT THEIR EMPLOYER REALLY DOESN'T CARE VERY MUCH ABOUT THEM AS INDIVIDUALS. AND WHEN

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YOUR EMPLOYER IS THE AMERICAN PEOPLE, THAT MESSAGE CAN BE PROFOUNDLY DISCOURAGING.

FURTHERMORE, THAT MESSAGE IS EXACERBATED BY THE LOW OPINION SO MANY PEOPLE IN POSITIONS OF RESPONSIBILITY PUBLICLY VOICE AT SEEMINGLY EVERY OPPORTUNITY ABOUT OUR FEDERAL EMPLOYEES. I MUST SAY THAT THIS OPINION SIMPLY DOES NOT COMPORT WITH MY OWN FIRST-HAND OBSERVATIONS. I LOOK BACK ON MY OWN YEARS AS A PUBLIC SERVANT AS AMONG THE MOST EXCITING, CHALLENGING, AND THOROUGHLY DEMANDING OF MY LIFE. IT HAS BEEN MY PRIVILEGE TO HAVE SPENT TWO DECADES IN INDUSTRY AND ONE DECADE AMONG FIVE DIFFERENT JOBS IN GOVERNMENT, AND I CAN ASSURE YOU THAT I HAVE NEVER WORKED HARDER THAN WHEN I WAS A GOVERNMENT EMPLOYEE. AND I WASN'T ALONE, EITHER. I WORKED ALONGSIDE SOME OF THE FINEST, MOST COMPETENT, AND MOST COMMITTED PEOPLE I HAVE EVER MET. THE STAKES INVOLVED IN GOVERNMENT DECISION-MAKING DEMAND NO LESS.

YET I AM AWARE THAT THIS IS NOT THE WAY THAT MANY AMERICANS VIEW FEDERAL EMPLOYEES. HOW MANY OF US HAVE HEARD THE EXPRESSION, "GOOD ENOUGH FOR GOVERNMENT WORK"? OR, WHAT ABOUT THE OLD CHESTNUT THAT TAXPAYERS SHOULD "BE GRATEFUL THEY'RE NOT GETTING ALL THE GOVERNMENT THEY'RE PAYING FOR"?

IT IS A WELL-KNOWN PRINCIPLE OF MANAGEMENT THAT EMPLOYEES TEND TO DO PRETTY MUCH WHAT THEIR MANAGERS EXPECT THEM TO DO. IN THIS REGARD, SOME YEARS AGO A GROUP OF INDUSTRIAL PSYCHOLOGISTS ARRANGED WITH THE WESTERN ELECTRIC COMPANY TO CONDUCT A NOW FAMOUS EXPERIMENT AT ONE OF THE COMPANY'S PLANTS. THE PSYCHOLOGISTS, AS YOU WILL RECALL, SOUGHT TO MEASURE THE EFFECT OF THE ELECTRIC LIGHTING ON THE OUTPUT OF PEOPLE PERFORMING PIECEWORK ON AN ASSEMBLY LINE.

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THE RESEARCHERS GRADUALLY INCREASED THE LIGHTING IN THE PLANT AND, AS THEY HAD ANTICIPATED, PRODUCTION LEVELS ROSE CORRESPONDINGLY. LATER, TO VERIFY THEIR FINDINGS, THEY BEGAN REVERSING THE PROCESS, TURNING DOWN THE LIGHTING IN THE EXPECTATION THAT PRODUCTION WOULD ACCORDINGLY PLUMMET WITH THE WATTAGE.

BUT, AS THOSE OF YOU WHO HAVE STUDIED THIS EXPERIMENT ALREADY KNOW, THINGS DIDN'T WORK OUT THAT WAY. THE LIGHTS WERE TURNED DOWN LOWER AND LOWER UNTIL THE INTENSITY WAS SAID TO HAVE ALMOST REACHED THE EQUIVALENT OF A MOONLIT NIGHT. BUT TO THE RESEARCHERS' CONSTERNATION -- IF NOT THE MANAGEMENT'S -- PRODUCTION CONTINUED TO INCREASE! IN FACT, PRODUCTION WAS SOON BREAKING ALL PREVIOUS RECORDS.

THE RESULT OF COURSE DIDN'T MAKE A GREAT DEAL OF SENSE TO THE RESEARCHERS, WHO THOUGHT THAT THE CRUCIAL FACTOR WAS LIGHTING, BUT IT SHOULD HAVE MADE A GREAT DEAL OF SENSE TO THE MANAGERS. IT TURNED OUT, OF COURSE, THAT THE CRUCIAL FACTOR WASN'T LIGHTING AT ALL. THE CRUCIAL FACTOR WAS PEOPLE -- MOTIVATED PEOPLE. WHAT MATTERED WAS THAT WHEN THE STUDY BEGAN, THE EMPLOYEES HAD BEEN CALLED TOGETHER AND TOLD BY THE COMPANY'S MANAGEMENT, IN SO MANY WORDS, "WE'RE GOING TO CONDUCT A VERY IMPORTANT EXPERIMENT INVOLVING THE LIGHTING IN THE FACTORY, AND WE NEED YOUR HELP. YOU'RE GOING TO BE PART OF THAT EXPERIMENT, AND THE COMPANY IS DEPENDING ON YOU TO MAKE IT A SUCCESS."

THAT BRIEF ANNOUNCEMENT HAD MORE OF AN IMPACT ON OUTPUT THAN ALMOST ANYTHING THAT COULD POSSIBLY HAVE BEEN DONE WITH THE LIGHTING. APPARENTLY FOR THE FIRST TIME, THOSE EMPLOYEES HAD BEEN TOLD THAT THEY HAD A CONTRIBUTION TO MAKE; THAT THEY WERE IMPORTANT TO THE SUCCESS OF THE COMPANY. AND THEY WORKED

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TO THE UTMOST OF THEIR ABILITIES ONCE THEY FELT THAT EVERYTHING DEPENDED UPON THEM.

IN MANY PAST ELECTIONS, POLITICIANS HAVE ACTUALLY CAMPAIGNED BY BERATING THE NATION'S PUBLIC SERVANTS; THE VERY SAME PUBLIC SERVANTS THAT THOSE POLITICIANS WOULD DEPEND UPON TO ASSURE THEIR SUCCESS ONCE THEY WERE ELECTED -- ALL OF WHICH SEEMS TO SAY SOMETHING ABOUT OUR POLITICIANS IF NOT OUR PUBLIC SERVANTS. CAN YOU IMAGINE THE CEO OF A LARGE CORPORATION ROAMING THE COUNTRY GIVING SPEECHES ABOUT HOW INCOMPETENT AND UNMOTIVATED HIS OR HER EMPLOYEES ARE -- AND THEN ASKING THEM TO GIVE THEIR ALL FOR THE COMPANY?

WITH ALL THE MILLIONS OF WORDS ENGULFING US IN OUR NEWSPAPERS EACH DAY, WHEN DID YOU LAST ENCOUNTER ANY THAT SAID THAT EVEN ONE OF OUR GOVERNMENT EMPLOYEES HAD PERFORMED HIS OR HER JOB IN AN EXCEPTIONAL MANNER? OR WITH THE LITERALLY THOUSANDS OF OFFICIAL AUDITS THAT ARE CONDUCTED EACH YEAR, WHEN DID YOU LAST SEE A SINGLE ONE THAT DISCOVERED THAT ONE OF OUR CIVIL SERVANTS HAD DONE SOMETHING SATISFACTORILY LET ALONE WELL? SOMEHOW IT STRETCHES THE IMAGINATION, OR AT THE VERY LEAST DEFIES THE LAWS OF PROBABILITY, THAT THIS SHOULD BE THE CASE.

CASEY STENGEL ONCE REMARKED -- AND I AM PARTICULARLY MINDFUL OF HIS REMARK ON THE OCCASION OF RECEIVING THE SARNOFF AWARD -- THAT "THE ART OF MANAGEMENT CONSISTS OF GETTING CREDIT FOR THE HOME RUNS YOUR PLAYERS HIT."

AFTER PAY AND PRESTIGE, I BELIEVE THE THIRD REASON ABLE AND DECENT PEOPLE LEAVE OR AVOID CAREERS IN GOVERNMENT SERVICE HAS TO DO, IRONICALLY, WITH ETHICS. AND NOT JUST ETHICS PER SE, BUT A BEWILDERING MAZE OF COMPLEX RULES

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AND DISCLOSURE REQUIREMENTS CREATED AS A SURROGATE FOR ETHICS THAT ARE ENOUGH TO INTIMIDATE AND CONFOUND EVEN THE MOST UPRIGHT AND CONSCIENTIOUS AMONG US -- IN FACT, ESPECIALLY THE MOST UPRIGHT AND CONSCIENTIOUS AMONG US. AND THIS IS THE ULTIMATE IRONY, THAT VAGUE ETHICS RULES WITH SEVERE PENALTIES TEND TO DRIVE OUT THE MOST ETHICAL INDIVIDUALS, THOSE WHO TAKE GREAT PRIDE IN THEIR PERSONAL REPUTATIONS -- JUST AS LOW PAY SURELY DRIVES OUT THE MOST TALENTED INDIVIDUALS WHO ENJOY A PLETHORA OF ALTERNATIVE JOB OPPORTUNITIES. THIS WOULD SEEM TO BE THE SUPREME EXAMPLE OF OUR GOVERNMENT FORMING THE FIRING SQUAD INTO A CIRCLE.

NOW, PLEASE DON'T MISUNDERSTAND ME. HOPEFULLY YOU KNOW ME WELL ENOUGH TO REALIZE THAT I AM DEEPLY AND PERSONALLY COMMITTED TO STRICT, CLEAR-CUT, UNCOMPROMISING AND UNIFORMLY APPLIED ETHICAL STANDARDS. BUT THE TROUBLE WITH THE SO-CALLED ETHICAL STANDARDS BEING IMPOSED UPON OUR PUBLIC SERVANTS IS THAT ALTHOUGH THE STANDARDS ARE ALMOST ALWAYS WELL INTENTIONED, OFTEN STRICT, AND FREQUENTLY BEAR CRIMINAL SANCTIONS, THEY ARE NOT CLEAR-CUT, NOT UNIFORMLY APPLIED, AND ARE PARTICULARLY SUBJECT TO EX POST FACTO INTERPRETATION. WHEN I THINK ABOUT SOME OF THESE STANDARDS, I RECALL AN ORDINANCE ONCE PASSED BY A SMALL TOWN THAT WANTED TO OUTLAW PORNOGRAPHY. THE ORDINANCE WAS SIMPLE. IT READ: "NO NUDE MAY BE PUBLICLY DISPLAYED -- UNLESS IT IS ART."

THOSE OF US HERE THIS EVENING PERHAPS REALIZE MORE THAN MANY OTHERS THAT CLOSE COOPERATION AMONG TALENTED PEOPLE IN GOVERNMENT, THE ARMED SERVICES, AND THE PRIVATE SECTOR IS ESSENTIAL TO NATIONAL DEFENSE. AND I WILL GRANT THAT OCCASIONALLY THESE RELATIONSHIPS HAVE BEEN AND WILL BE ABUSED, BUT IN MY FIRST HAND OBSERVATIONS, BOTH IN AND OUT OF GOVERNMENT, THESE ABUSES ARE VERY, VERY RARE INDEED -- PARTICULARLY WHEN ONE CONSIDERS THE TOTAL MAGNITUDE OF

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TRANSACTIONS BETWEEN THE DEPARTMENT OF DEFENSE AND THE PRIVATE SECTOR. IN MY OPINION, IT WOULD BE DISASTROUS TO KEEP THOSE WHO CREATE TECHNOLOGY AND THOSE WHO UNDERSTAND MILITARY REQUIREMENTS AT ARMS LENGTH DURING THE FORMATIVE PHASES OF NEW PROJECTS MERELY OUT OF A FEAR THAT A FEW AMONG THEM MIGHT SOMEHOW CORRUPT ONE ANOTHER. THE TIME FOR HEAVY RESTRICTIONS IS ONCE THE FORMAL COMPETITIVE PROCESS HAS COMMENCED, AND THE PENALTIES FOR VIOLATION SHOULD BE AIMED AT THE VIOLATORS, NOT, IN EFFECT, AT THE CITIZENRY AS A WHOLE.

THERE'S A STORY TOLD ABOUT THREE AMERICAN HOSTAGES SENTENCED BY TERRORISTS TO FACE A FIRING SQUAD. EACH HOSTAGE WAS ASKED IN TURN FOR ANY LAST REQUEST THEY MIGHT WISH TO MAKE. THE FIRST OF THE HOSTAGES, AN ARMY SERGEANT, ANSWERED: "I WOULD LIKE TO HEAR THE 'STAR-SPANGLED BANNER' ONE LAST TIME."

THE SECOND HOSTAGE, A GOVERNMENT AUDITOR, REMARKED: "I WOULD LIKE TO GIVE MY SPEECH ABOUT FRAUD, WASTE, AND ABUSE ONE MORE TIME."

AND THE THIRD HOSTAGE, A DEFENSE CONTRACTOR, AFTER A MOMENT'S CONTEMPLATION VENTURED: "I WOULD RESPECTFULLY REQUEST THAT I BE SHOT IMMEDIATELY AFTER THE PLAYING OF 'THE STAR-SPANGLED BANNER.'"

TRULY, THE TANGLE OF ETHICS RULES, DISCLOSURE REQUIREMENTS, AND OTHER ADVERSARIAL DEVICES NOW BEING GENERATED ARE, AS IS USUALLY THE CASE WHEN WE SEEK TO LEGISLATE HUMAN DECENCY, IN EFFECT FORMING THE FIRING SQUAD INTO A CIRCLE. SHOULD WE ELIMINATE AUTOMOBILES BECAUSE DRUNKEN DRIVERS OCCASIONALLY USE CARS TO INJURE INNOCENT PEOPLE? SHOULD WE ELIMINATE TECHNICAL INQUIRY IN OUR ACADEMIC INSTITUTIONS BECAUSE A RARE MISGUIDED PROFESSOR FALSIFIES THE RESULTS OF RESEARCH? SHOULD WE OUTLAW MEDICATIONS BECAUSE THEY SOMETIMES

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CAUSE ADVERSE REACTIONS? SHOULD WE ELIMINATE THE TEACHING OF RELIGION BECAUSE SOME CHARLATANS HAVE BEEN FOUND IN THE PULPIT? IF NOT, WHY THEN DOES IT MAKE SENSE TO DETER EXPERIENCED PEOPLE FROM PUBLIC SERVICE MERELY BECAUSE A FEW, PROPORTIONALLY VERY FEW, SCOUNDRELS HAVE BEEN DISCOVERED?

TAKEN TOGETHER, THESE THREE FACTORS -- PAY, PRESTIGE, AND PSEUDOETHICS, THE "THREE HORSEMEN," HAVE BECOME A BURGEONING IMPEDIMENT TO THE CONTINUED EXCELLENCE OF AMERICA'S PUBLIC SERVICE. IMAGINE, IF YOU WOULD, A CORPORATION THAT HAS A PRACTICE OF PAYING ITS EMPLOYEES A WAGE WELL BELOW ITS COMPETITION; PAYS ITS MOST VALUED EMPLOYEES ONLY SLIGHTLY MORE THAN THE WORK FORCE AS A WHOLE; THAT AT ONE TIME PAID ITS TOP FIVE LEVELS OF MANAGEMENT THE IDENTICAL AMOUNT; SOME YEARS GIVES ITS SENIOR EMPLOYEES NO RAISES AT ALL; AND HAS A POLICY OF SUBSTANTIALLY CUTTING ITS WORKERS' PAY IF THEY HAPPEN TO INHERIT A MILLION DOLLARS FROM THEIR AUNT MINNIE (OR, STATED LESS FIGURATIVELY, HAPPEN TO HAVE RETIRED FROM A PREVIOUS MILITARY CAREER IN TIME TO BUILD A SECOND CIVILIAN ONE). NOW, MY QUESTION IS, WOULD YOU BUY STOCK IN THAT COMPANY? OR, EVEN MORE CRITICAL, WOULD YOU COMMIT YOUR CAREER TO IT?

IN THIS CASE, "THAT COMPANY" IS OUR OWN GOVERNMENT -- YOURS AND MINE -- AND THOSE ARE OUR PERSONNEL POLICIES. SPEAKING AS A CITIZEN, THE LOGIC BEHIND OUR PERSONNEL POLICIES REMINDS ME OF ILIE NASTASE, THE TENNIS PRO REACTING TO THE LOSS OF HIS WIFE'S CREDIT CARD. WHEN A REPRESENTATIVE OF THE CREDIT CARD COMPANY TELEPHONED HIM TO POINT OUT THAT THE CARD HAD IN FACT BEEN STOLEN NEARLY A YEAR EARLIER AND INQUIRED WHY HE HAD NOT REPORTED THE OCCURRENCE, NASTASE EXPLAINED, "WELL, WHOEVER HAS IT IS SPENDING LESS THAN SHE WAS." LET US HOPE THAT WHOEVER HAS OPERATING CONTROL OF OUR GOVERNMENT A DECADE FROM NOW HASN'T ACCEPTED MERELY BECAUSE IT APPEARED TO REQUIRE US TO SPEND LESS.

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CERTAINLY NONE AMONG US WOULD WISH TO HAVE SURGERY IN A HOSPITAL EMBRACING PERSONNEL POLICIES PARALLELING THE ONES I HAVE JUST OUTLINED. NOR WOULD ANY OF US, I SUSPECT, WISH TO FLY ON AN AIRLINE RUN IN SUCH A MANNER. NOR WOULD WE SELECT A BABYSITTER USING SUCH CRITERIA. BUT IF THAT IS THE CASE, WHY, THEN, SHOULD WE SETTLE FOR ANY PRACTICE THAT ENCOURAGES OTHER THAN THE VERY MOST CAPABLE AND EXPERIENCED AMONG US TO ACT ON OUR BEHALF ON SUCH MATTERS AS THE PRESERVATION OF OUR FREEDOM, THE EDUCATION OF OUR CHILDREN, THE PREVENTION OF GLOBAL ENVIRONMENTAL CATASTROPHE, THE REGULATION OF THE SAFETY OF THE FOOD WE EAT, THE BRIDGES WE CROSS, AND THE MEDICINES WE TAKE? A FORMER VICE PRESIDENT OF THE UNITED STATES ONCE ASKED, "IS 'OK' ENOUGH FOR THOSE WHO DIRECT THE NEXT SHUTTLE MISSION? AFTER THREE-MILE-ISLAND AND CHERNOBYL, WHAT LEVEL OF COMPETENCE DO WE WANT INSPECTING OUR NUCLEAR PLANTS? THE NEXT TIME YOU TAKE AN AIR FLIGHT, DO YOU TELL YOUR FAMILY NOT TO WORRY, THE CONTROLLERS AREN'T THE BEST BUT THEY ARE OK?"

IN THE PAST, OUR NATION'S CIVIL SERVICE ROLLS HAVE INCLUDED SUCH NAMES AS NEIL ARMSTRONG, CLARA BARTON, ALEXANDER GRAHAM BELL, WASHINGTON IRVING, ABRAHAM LINCOLN, CHARLES LINDBERGH, KNUTE ROCKNE, HARRY TRUMAN, JAMES WHISTLER, WALT WHITMAN, AND LITERALLY MILLIONS OF OTHER TRULY EXTRAORDINARY PEOPLE. AMONG THEM, INCIDENTALLY, HAVE BEEN AT LEAST FOUR NOBEL LAUREATES. YES, WE AS CITIZENS, PARTICULARLY IN RECENT YEARS, HAVE BEEN FORTUNATE INDEED -- FORTUNATE THAT WE DID NOT GET WHAT WE PROBABLY COLLECTIVELY DESERVE.

FITTINGLY, PRESIDENT BUSH'S FIRST ADDRESS AFTER ASSUMING THE PRESIDENCY WAS TO A GROUP OF GOVERNMENT EMPLOYEES. ON THAT OCCASION HE REMARKED THAT "GOVERNMENT SERVICE IS A NOBLE CALLING AND A PUBLIC TRUST. THERE IS NO HIGHER HONOR THAN TO SERVE FREE MEN AND WOMEN, NO GREATER PRIVILEGE THAN TO LABOR IN

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GOVERNMENT ... YOU WORK HARD, YOU SACRIFICE, YOU DESERVE TO BE RECOGNIZED,
REWARDED, AND APPRECIATED."

IN MY OPINION, IT IS TIME THAT THOSE OF US WHO ENJOY THE BENEFITS OF THE
LABORS OF OUR NATION'S PUBLIC SERVANTS BEGIN TO HEED OUR PRESIDENT'S MESSAGE.

YOU HAVE HONORED ME DEEPLY ON THIS OCCASION, AND I THANK YOU FOR PRESENTING ME
WITH THE DAVID SARNOFF AWARD AND FOR AFFORDING ME AN OPPORTUNITY TO SPEAK ON A
SUBJECT ABOUT WHICH, AS YOU CAN PERHAPS SENSE, I FEEL DEEPLY. AND,
ESPECIALLY, I THANK YOU FOR THE PRIVILEGE OF HAVING KNOWN AND WORKED WITH SO
MANY OF YOU OVER THE YEARS. IT'S A GOOD FIGHT WE ARE IN, AND I'M PROUD TO BE
IN THE TRENCHES IN SUCH GOOD COMPANY.

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